

MORGAN STATE UNIVERSITY

Growing the Future, Leading the World™

Legislative Testimony

FY 2022 Operating Budget

Presented to:

Senate Subcommittee on Education,
Business & Administration

Senator Craig J. Zucker, *Chair*

and

House Subcommittee on Education &
Economic Development

Delegate Ben Barnes, *Chair*

David K. Wilson, President
February 11, 2021



MORGAN
STATE UNIVERSITY

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TESTIMONY
Fiscal Year 2022 Operating Budget
Morgan State University
David K. Wilson, President
February 11, 2021

Chair and members of the Committee, I thank you for the opportunity to testify on the Governor's fiscal year 2022 budget allowance for Morgan State University (MSU) and to provide you with an update on the University since last session.

First, I thank Governor Hogan for his support of higher education. I also extend my thanks to the members of the General Assembly, particularly this Committee, for your strong and continued support of Morgan State University. Our analyst, Mr. Ian Klein, has done an excellent job of analyzing our budget, and, as part of my testimony, I will address the comments and recommendations he has identified.

INTRODUCTION

Founded in 1867 by an interracial coalition of ministers of the Methodist Episcopal Church, Morgan State University — Centenary Biblical Institute then — is a Carnegie-classified doctoral high-research institution providing instruction to a multiethnic, multiracial, multinational student body and offering more than 126 academic programs leading to degrees from the baccalaureate to the doctorate. As Maryland's Preeminent Public Urban Research University, Morgan fulfills its mission to address the needs and challenges of the modern urban environment.

The University is approaching the end of its current 10-year strategic plan (2011–2021), which consists of five strategic goals. Morgan has accomplished great things over the last 10 years, some of which are highlighted and summarized in this testimony. The administration has begun the process of updating the strategic plan for the next 10 years (2021–2030), and we will share more information in the coming months.

MSU AT A GLANCE

Vision Statement

Morgan State University is the premier public urban research university in Maryland, known for its excellence in teaching, intensive research, effective public service and community engagement. Morgan prepares diverse and competitive graduates for success in a global, interdependent society.

Mission Statement

Morgan State University serves the community, region, state, nation and world as an intellectual and creative resource by supporting, empowering and preparing high-quality, diverse graduates to lead the world. The University offers innovative, inclusive and distinctive educational experiences to a broad cross-section of the population in a comprehensive range of disciplines at the baccalaureate, master's, doctoral and professional degree levels. Through collaborative pursuits, scholarly research, creative endeavors and dedicated public service, the University gives significant priority to addressing societal problems, particularly those prevalent in urban communities.

Strategic Goals

1

Goal 1: Enhancing Student Success

Morgan will create an educational environment that enhances student success by hiring and retaining well qualified, experienced and dedicated faculty and staff, offering challenging, internationally relevant academic curricula, and welcoming and supporting a diverse and inclusive campus community.

2

Goal 2: Enhancing Morgan's Status as a Doctoral Research University

Morgan will enhance its status as a Doctoral Research University through its success in securing grants and contracts and its faculty's achievements in basic and applied research, professional expression, artistic creation and creative inquiry. Additionally, initiatives will be designed to enhance doctoral achievement in the science, technology, engineering and mathematical (STEM) and non-STEM disciplines for underrepresented students of color.

3

Goal 3: Improving and Sustaining Morgan's Infrastructure and Operational Processes

Morgan will enhance its infrastructure and processes by improving the efficiency and efficacy of its operating procedures, by focusing on the environmental sustainability of its facilities and by meeting the technological customer service needs of its students, faculty, staff and community.

4

Goal 4: Growing Morgan's Resources

Morgan will expand its human capital as well as its financial resources by investing in the professional development of faculty, staff and students, seeking greater financial support from alumni, the State and federal governments, private and philanthropic sources, and establishing collaborative relationships with private and public entities. The issue of indirect costs associated with contracts and grants will be revisited.

5

Goal 5: Engaging With the Community

Morgan will engage with community residents and officials in the use of knowledge derived from faculty and student research, the sharing of mutually beneficial resources, and the appropriate and timely dispatch of University experts and professionals to collaborate in addressing community concerns.



Carnegie Classification
of Institutions of Higher
Education

R2

Doctoral Universities -
High Research Activity



GOAL 1: ENHANCING STUDENT SUCCESS

Rooted in a rich past, Morgan State University's academic tree has multiplied and grown since 2010. Today, our institution offers **126** bachelor's, master's and doctoral degrees, **up from 96** a decade ago, in addition to a dozen post-baccalaureate certificates. The University launched its first online degree program, a doctorate in Community College Leadership, in 2010. That program now stands with 14 others that have helped Morgan keep pace with the advancement of higher education in the Digital Age.

Morgan has established itself as a center of excellence in key disciplines — disciplines such as Actuarial Science, Architecture and Environmental Design, Interior Design and Psychometrics — in which the University offers the sole degree program in Maryland. A number of those programs exclusive to MSU are in the science, technology, engineering or math (STEM) fields, which are increasingly important to progress and prosperity in today's global economy. Long known for our achievements in the humanities, Morgan is also a standout now in STEM, graduating more technical degree holders than the national average and having a higher percentage of STEM-employed alumni than any other college or university in Maryland.

Teaching at Morgan has been outstanding since our earliest days and has been raised to an even higher level over the past 10 years by the increase in our number of tenure-track faculty and the number of our faculty with terminal degrees.

Our newest school, the School of Global Journalism and Communication (SGJC), only seven years in existence, already has attracted a world-class faculty — including two Pulitzer Prize winners — and has produced many stellar alumni of its bachelor's and master's degree programs. In May 2020, the SGJC became one of only 118 schools worldwide — and only the second in Maryland — to receive accreditation from the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC).

2010

PBC Urban Transportation

2011

EDD Community College Leadership Online

PBC Project Management Online

MS Project Management Online

BS Electrical Engineering Online

BS Electrical Engineering Off-Campus

Offering at Harford CC

MS Electrical Engineering

MS Operations Research

2012

BS Services and Supply Chain

Management

2013

PBC Cyber Security

BS Multimedia Journalism

BS Architecture and Environmental Design

to MS Landscape Architecture

BS Architecture and Environmental Design

to MS City Regional Planning

2014

BS Strategic Communication

PHD Transportation and Urban

Infrastructure Systems

BS Multi-platform Production

2015

PBC Advanced National Security Online

2016

MSW Social Work Online

PBC Urban Journalism Online

MPH Master of Public Health Online

AOC Executive Health Management

MED Community College Administration
and Instruction

PBC Sustainable Urban Communities

MBA Online and 6 AOCs Accounting,
Finance,

Management, Marketing Management,
Marketing Research, International
Management

2017

RN to BS Nursing to MPH

BS Applied Liberal Arts

2018

BS in Transportation Systems Engineering

BS in Interior Design

2020

MS in Advanced Computing (Pending
MHEC approval)

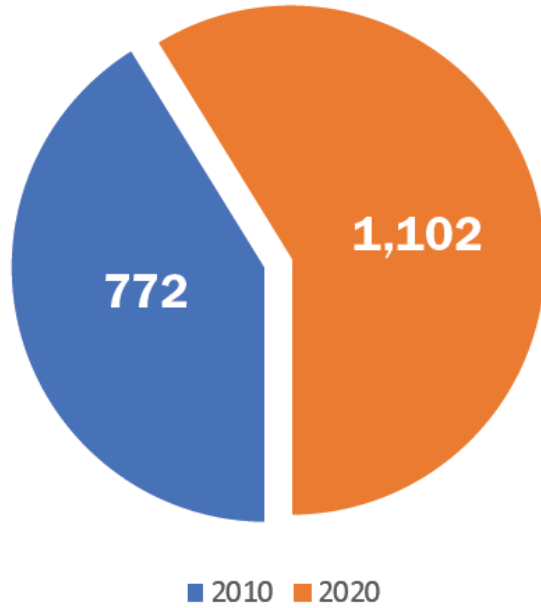
BS in Cloud Computing

MS in Project Management (1-year to
MBA)

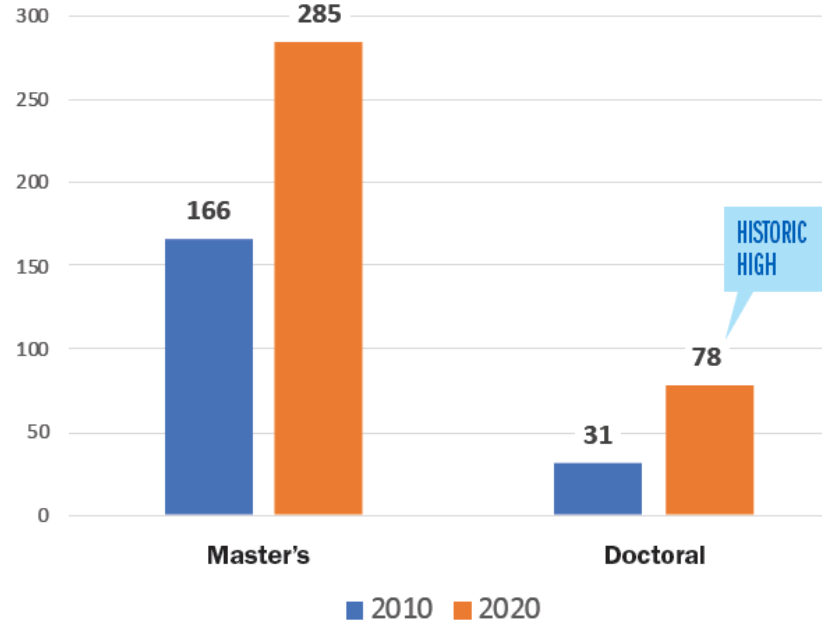
PHD in Secure Embedded Systems
(Pending MHEC approval)

GOAL 1: ENHANCING STUDENT SUCCESS (CONT.)

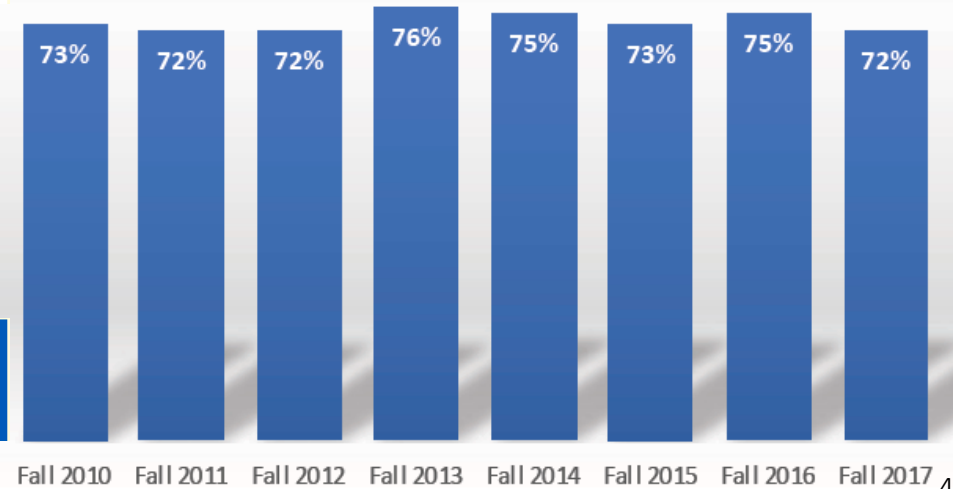
Bachelor's Degrees Awarded



Advanced Degrees Awarded



Second-Year Retention, 2010–2017



Morgan's graduation rate increased from **29%** in 2010 to **46.3%** in 2020.

Morgan Softball
2018 MEAC Champion

Morgan Men's Tennis
2019 MEAC Champion

Morgan Women's Tennis
2018 MEAC Champion

GOAL 1: ENHANCING STUDENT SUCCESS (CONT.)

MSU's National Rankings*

Bachelor's Degrees Awarded to African Americans

1st – Civil Engineering
 1st – Construction Management
 1st – Electrical Engineering
 1st – Public Relations and Advertising
 2nd – Architecture
 2nd – Health Education
 2nd – Hospitality Management
 2nd – Transportation Systems
 3rd – Industrial Engineering
 3rd – Screen Writing and Animation

Master's Degrees Awarded to African Americans

1st – Engineering
 1st – Hospitality Management
 1st – Landscape Architecture
 2nd – Bioinformatics (tied)
 2nd – Urban Transportation (tied)

Doctoral Research Degrees Awarded to African Americans

1st – Bioenvironmental Sciences
 1st – Community College Leadership
 1st – Engineering (tied)
 1st – History
 2nd – Public Health (tied)

Source: IPEDS 2017–2018 Provisional Data

* Partial listing

DIVERSE STUDENTS AT MORGAN

11%
2010

MSU's Statewide Rankings*

Bachelor's Degrees Awarded to African Americans

1st – Actuarial Science
 1st – Architecture and Related Services
 1st – Civil Engineering
 1st – Communication, Journalism and Related Programs
 1st – Elementary Education
 1st – Engineering Physics
 1st – Family and Consumer Sciences
 1st – Hospitality Management
 1st – Journalism
 1st – Social Work
 1st – Transportation Systems

Master's Degrees Awarded to African Americans

1st – African-American Studies
 1st – Bioinformatics
 1st – City and Regional Planning
 1st – Landscape Architecture
 1st – Mathematics

Doctoral Research Degrees Awarded to African Americans

1st – Bioenvironmental Sciences
 1st – Engineering
 1st – Higher Education Administration
 1st – Public Health
 1st – Social Work

Source: IPEDS 2017–2018 Provisional Data

* Partial listing

20%
2020



**Morgan ranks
1st among all
HBCUs in:**

Number of Fulbright-related grants to Morgan students
149 for study in 44 countries

Number of Fulbright-related grants to Morgan professors or administrators
75 for study in 41 countries

GOAL 2: ENHANCING MORGAN'S STATUS AS A DOCTORAL RESEARCH UNIVERSITY

R2 STATUS ACHIEVED – DECEMBER 2018

Innovation at Morgan, by the Numbers

108

Intellectual Property Disclosures have been submitted to Morgan from FY 2011 through FY 2020 (*only 1 before FY 2011*)

25

U.S. Utility Patent Applications have been submitted by Morgan to the U.S. Patent and Trademark Office; 7 U.S. Patents issued

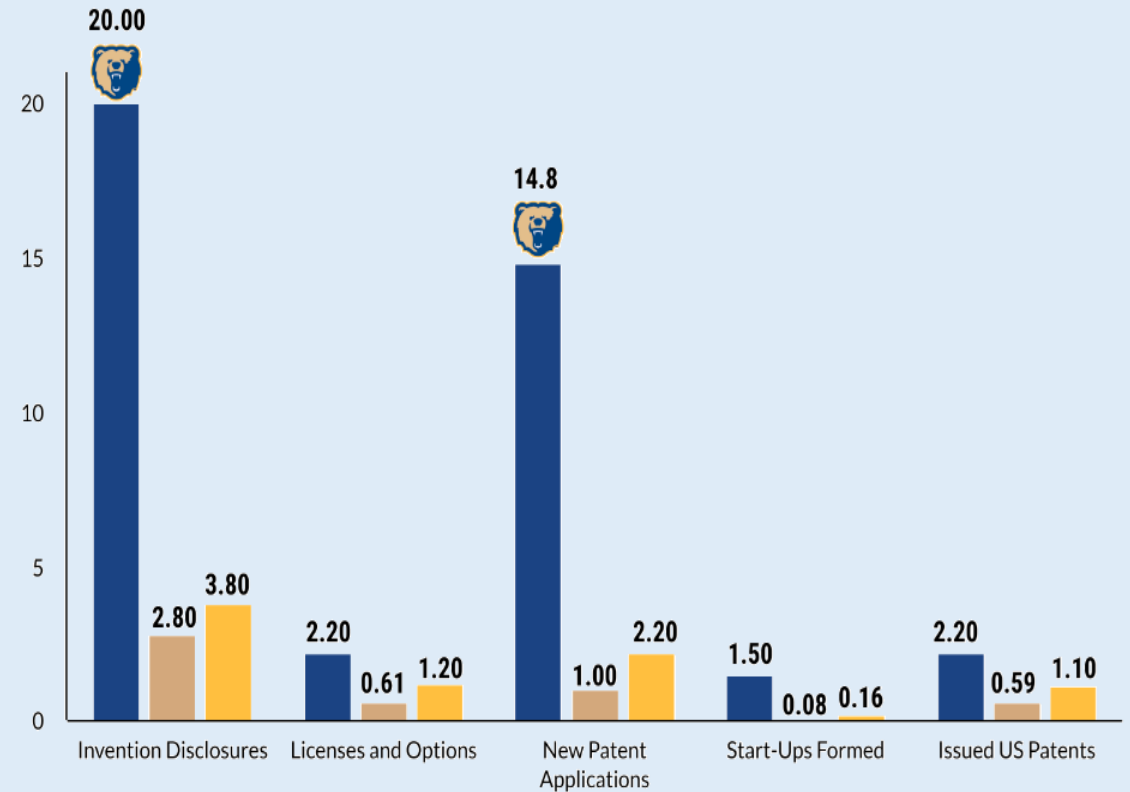
19

Patents Pending (*all since FY 2012*)

6

Start-up companies have been formed by local entrepreneurs based on Morgan innovations

Innovation Metrics, per \$10 M in Research Expenditures



Morgan State University State of Maryland Research Universities



GOAL 2: ENHANCING MORGAN'S STATUS AS A DOCTORAL RESEARCH UNIVERSITY (CONT.)

Morgan Innovation Start-up Companies, 2010–2020

Start-up Companies Formed by Local Entrepreneurs, Based on Morgan Innovations

Company	Morgan Innovation Description	Morgan Innovator(s)
STEAM Abroad, Inc.	Global Competency Study Abroad Platform	Kimberly Warren
The Literacy Rescue, LLC	Adaptive Intelligence to Improve Literacy	Kimberly Reaves; LeeRoy Bronner; Kofi Nyarko
HaloCyTech, LLC *	Cyanobacteria BioProducts	Viji Sitther; Behnam Tabatabai
SVE Technologies, LLC	Toroidal Combustion Chamber	Arthur Willoughby
CykloBurn Technologies, LLC *	Ultra-Clean Biomass Combustor	Seong Lee
iCrystal, LLC	Microwave-Accelerated Crystallization	Kadir Aslan

*License agreement established

U.S. Patents Awarded to Morgan Faculty, Staff and Students

Note: All patents have been issued since 2016.

Serial Number	Title	Inventors
U.S. Patent 10,673,469	Multi-band multi-mode software defined radio	Willie Thompson; Samuel Berhanu; Jan-Paul Alleyne
U.S. Patent 10,626,363	Engineered cyanobacteria with enhanced salt tolerance	Viji Sitther; Behnam Tabatabai
U.S. Patent 10,333,620	System and method for lighting and building occupant tracking	Kofi Nyarko; Christian Emiyah; Samuel Mbugua
U.S. Patent 10,253,974	System and method for biomass combustion	Seong Lee
U.S. Patent 9,973,275	Lighting and building occupant tracking	Kofi Nyarko; Christian Emiyah; Samuel Mbugua
U.S. Patent 9,243,017	Metal-assisted and microwave-accelerated evaporative crystallization	Kadir Aslan
U.S. Patent 10,688,541	Portable shellfish basket washer	Ted Cooney and Dong Hee Kang, Ph.D.

MSU Centers, Institutes and Initiatives

The Center for Cybersecurity Assurance and Policy (CAP)

Patuxent Environmental and Aquatic Research Laboratory (PEARL)

Center for Global Studies and International Education (CGSIE)

Center for Signal and Sensor Processing (SIGSENS)

Center for Advanced Energy Systems and Environmental Control Technologies (CAESECT)

Center of Excellence in Tactical and Advanced Communication Technologies (CETACT)

Center of Microwave /Satellite and Radio Frequency Engineering (COMSARE)

Engineering Visualization and Research Laboratory (EVRL)

Center for Biomedical Research (ASCEND)

Center for Sexual Health Advancement and Prevention Education (SHAPE)

Center for Excellence in Mathematics and Science Education (CEMSE)

Urban Mobility and Equity Center (UMEC)

National Transportation Center (NTC)

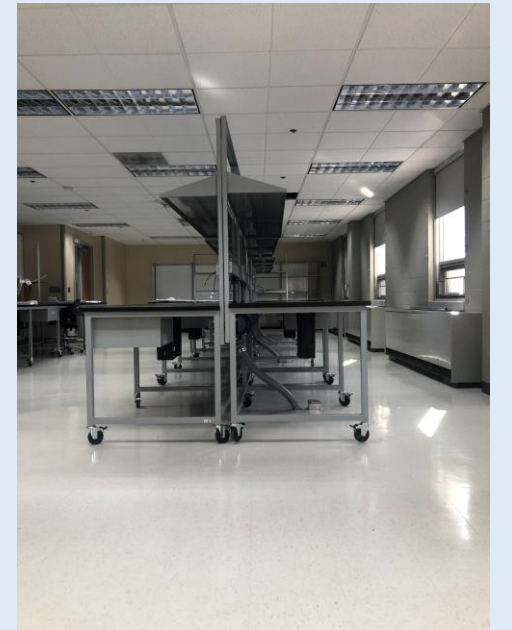
Network Information and Embedded Systems Security Center of Academic Excellence

(NIESS-CAE)

GOAL 3: IMPROVING AND SUSTAINING MORGAN'S INFRASTRUCTURE AND OPERATIONAL PROCESSES

A few highlights of Morgan's physical improvements since July 2010:

- ✓ Two new, state-of-the-art facilities were constructed on the West Campus: the \$79-million Martin D. Jenkins Hall, Behavioral and Social Sciences Center and the \$81-million Morgan Business Center, the home of the Earl G. Graves School of Business and Management.
- ✓ A third pedestrian bridge was constructed, the eye-catching Legacy Bridge, linking the University's main campus and West Campus.
- ✓ Campus information technology infrastructure was completely overhauled and improved, greatly increasing the campus's technological capabilities.
- ✓ Construction of the new, \$88-million Calvin and Tina Tyler Hall Student Services Building on the main campus was completed.
- ✓ Ground was broken for Northwood Commons, a \$50-million renovation of Northwood Plaza Shopping Center, flanking the West Campus.
- ✓ Design and construction of a new, \$156-million Health and Human Services Building was slated.
- ✓ Design and construction of a new, \$240-million Science Complex scheduled for completion in 2027.



GOAL 3: IMPROVING AND SUSTAINING MORGAN'S INFRASTRUCTURE AND OPERATIONAL PROCESSES (CONT.)

R13M00

The 2019–20 academic and athletic year welcomed a new look to the field and adjacent running track at **W.A.C. Hughes Memorial Stadium**. The \$2.5-million renovation project included the installation of a new, premium FieldTurf playing surface and an upgrade to a new high-performance, all-weather track. Additional repair/replacement of under-surface systems were performed to improve water drainage.



The renovation project was part of an ongoing, comprehensive enhancement initiative to improve the conditions, look and feel of the University's athletic accommodations. The latest round of improvements came on the heels of the University's installation of a new scoreboard and facility branding enhancements at the stadium; redesign of the Talmadge Hill Field House court, including new LED video displays; lighting and windscreens for the tennis courts; and upgrades to the Lois T. Murray Softball Field. Morgan's scholar-athletes were also provided with a new academic center located in Hill Field House. The University invested approximately \$5 million in improving its athletic facilities from 2016 through 2019.

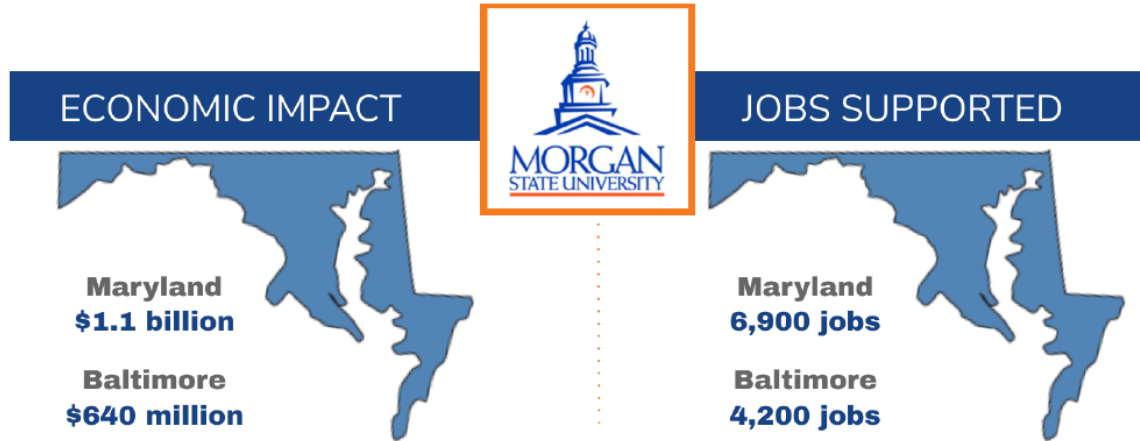


Pool Renovation

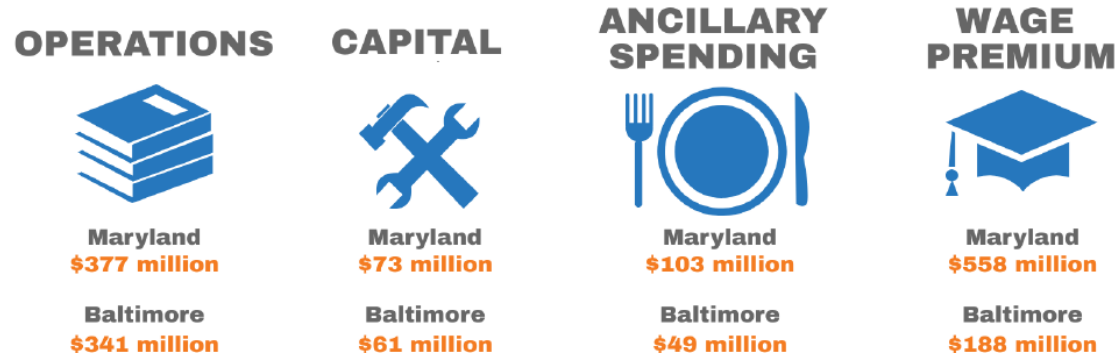
GOAL 4: GROWING MORGAN'S RESOURCES

R13M00

MORGAN STATE UNIVERSITY: TOTAL ANNUAL IMPACT



ECONOMIC IMPACT BY CATEGORY



ANNUAL TAX REVENUES

STATE OF MARYLAND
\$53 million



CITY OF BALTIMORE
\$11 million

MSU STATE APPROPRIATIONS

FY2010

\$73.9

Millions

FY2021

\$106.5

Millions

MOODY'S A1
INVESTORS SERVICE

\$800 Million
in Total Capital
Investments since 2010

S&P Global
Ratings **A+**

Over the past 10 years, **D-RED** (previously Research Administration, Sponsored Programs) has overseen more than **\$314 million** in awarded contracts and grants.

Percent of Alumni Contributing



GOAL 5: ENGAGING WITH THE COMMUNITY

Neighboring the University's West Campus is Northwood Plaza Shopping Center, a place of great historical significance to Morganites. Many students who attended what was then Morgan State College, during the civil rights era, participated in some of the nation's earliest successful sit-ins and other direct actions to integrate the popular retail and entertainment venues at Northwood. Now long in decline, the shopping center is undergoing a \$50-million redevelopment as **Northwood Commons**. The redevelopment plans confirmed to date include shops; a newly announced Lidl supermarket; a Fulton Bank; and a full-service restaurant. Also, two facilities now on Morgan's campus will be relocated to Northwood Commons: the Morgan State University Barnes & Noble Bookstore, which will have a Starbucks café, and the MSU Police and Public Safety Department building. The groundbreaking for Northwood Commons was held in November 2018, and opening is anticipated for 2022.



GOAL 5: ENGAGING WITH THE COMMUNITY (CONT.)

R13M00



An estimated 3.5 million spectators in New York City and 22.1 million television viewers nationwide watched the stellar performance of the Morgan State University Marching Band — a.k.a., the Magnificent Marching Machine — in the 93rd iteration of the **Macy's Thanksgiving Day Parade**. The occasion, on Nov. 28, 2019, marked the band's first-ever appearance in the event and was only the fifth time in the parade's history that an Historically Black College or University was featured. Morgan's band held the distinct honor of leading the parade participants along the 2.7-mile course through Manhattan and was the first marching band to perform on the famed Macy's Thanksgiving Day Parade star.

The **Morgan State University Choir** — comprising the 140-member University Choir and the 40-member Morgan Singers — is one of the nation's most prestigious university choral ensembles. With a repertoire including classical, Gospel and contemporary popular music, the choir is noted for its emphasis on preserving the heritage of the spiritual, especially in the historic practices of performance. During the past decade, the world-renowned choir traveled more than 114,000 miles to perform abroad, in Australia, Austria, Brazil, China, Cuba, England, Germany, Italy, Jamaica, Oman, Portugal, Qatar, Russia, Scotland, Slovakia, Spain and the United Arab Emirates.



Leading the Way at Macy's Thanksgiving Day Parade

SUSTAINED INVESTMENT IS ESSENTIAL FOR MORGAN TO BECOME MARYLAND'S NEXT PUBLIC R1 INSTITUTION IN SERVICE TO THE STATE

Critical Areas of Need: FY 2022 Operating Budget Request

Priority	University Initiative	Amount
1	Center for Urban Health Equity	\$3.5M
2	Enhancement of Safety & Security	\$4.0M
3	Operational Facility Support	\$2.6M
4	National Center of Excellence for Urban Violence Prevention	<u>\$2.3M</u>
	Total for FY 2022	<u>\$12.4M</u>

Center for Urban Health Equity

Last month, Morgan announced plans to launch the University's first-ever Center for Urban Health Equity. Housed within the University's School of Community Health and Policy (SCHP), the new center will engage in research to address health inequities in Maryland. The initial launch of the Center for Urban Health Equity at Morgan is being made possible through funds recently received from philanthropist MacKenzie Scott and maintained by way of an annual \$3-million appropriation commitment from the State of Maryland to the University's operational budget. For its part, Morgan is dedicating \$500,000 from the historic Scott gift to get the new center started, while the majority of the remaining funds have been placed into an endowment to support other strategic initiatives for future generations.

There are now two other centers for health equity in Maryland: one at Johns Hopkins University and the other at the University of Maryland, College Park. Establishing a third at Morgan, with its deep roots in Baltimore City and relationships across Maryland, it presents the State with a unique opportunity to leverage the University's credible voice in research and practice and results-proven public health approach. The Center's applied research will be designed to provide useful scholarship through transdisciplinary approaches and in collaboration with community partners. The work the Center produces will be based on a framework of social determinants of health, with inquiry that goes well beyond disease research and that is designed to prevent and redress root causes of health inequities and proactively work to establish health equity.

SCHP has also been at the forefront of the University's response to COVID-19, including ongoing campus preparations and safety efforts. Since the start of the COVID-19 pandemic, SCHP researchers have been working and collaborating with communities and agencies throughout Baltimore to mitigate the dangers of the virus and educate residents on how to stop spread.



ON THE HORIZON | NEW RESIDENCE HALL

R13M00

New Residence Hall

In collaboration with the Maryland Economic Development Corporation (MEDCO), the University has commenced construction of a modern, apartment-style residence facility that will be located on Morgan's South Campus, adjacent to the site of the Thurgood Marshall Apartment Complex. Meeting the University's need for increased student residential housing, the new residence hall will provide hundreds of beds and dining to accommodate Morgan's growing new and returning student population. The projected completion date for the new residence hall is fall 2022.



New Health and Human Services Building

Projected to be completed in 2024, the New Health and Human Services Building will provide state-of-the-art classroom, lab, demonstration, office and community spaces for the School of Community Health and Policy, including Public Health, Pre-Professional Physical Therapy, Nutritional Sciences and the Prevention Sciences Research Center; the School of Social Work; the Medical Technology program; the Department of Family and Consumer Sciences; and the University Counseling Center. The building's location at the northeast corner of Argonne Drive and Hillen Road, across from the recently developed West Campus and renovated Northwood Commons, forms the southern gateway and newest footprint of Morgan's sprawling campus. The facility will be located on the site of the recently demolished Turner's Armory.



New Medical School

An agreement between Morgan State University and Salud Education, LLC, signed in January 2020, called for the establishment of a College of Osteopathic Medicine on MSU's campus. Scheduled to open in early 2023, the college will be the first new medical school at an Historically Black College or University (HBCU) in nearly 45 years and the first-ever osteopathic medical school at an HBCU. The College of Osteopathic Medicine at MSU will also be the only such school offering a Doctor of Osteopathic Medicine (D.O.) in a region spanning Maryland, Delaware, District of Columbia and Northern Virginia.

Expansion: New Acquisition

In what would be a landmark deal, Morgan is among the finalists in the running to fully acquire and exchange proprietorship over the land comprising the site of the former **Lake Clifton High School** from the City of Baltimore. The Clifton Park property is less than three miles from Morgan's main campus and is located on approximately 45 acres. Acquiring such a vast parcel of land would mark a defining milestone in Morgan's history and represent the University's largest acquisition of real property since our move to our current site more than 100 years ago.



BUILDING ON A DECADE OF SUCCESS

2021–2030 **DRAFT** Strategic Plan Update*

As mentioned earlier, development of an updated strategic plan for the next 10 years (2021–2030) is in progress. The University started the process in the fall of 2020 and has identified four strategic pillars, which are summarized below. The next 10 years holds tremendous opportunity for Morgan. The University is well-positioned to attain great things by leveraging the success of the past decade and continuing into the future as the anchor university of Baltimore City.

1. Enhance Student Success and Wellbeing;

- Provide students with a comprehensive education that develops their intellectual, emotional, social, physical, artistic, creative and spiritual potential.

2. Achieve Carnegie R1 Status;

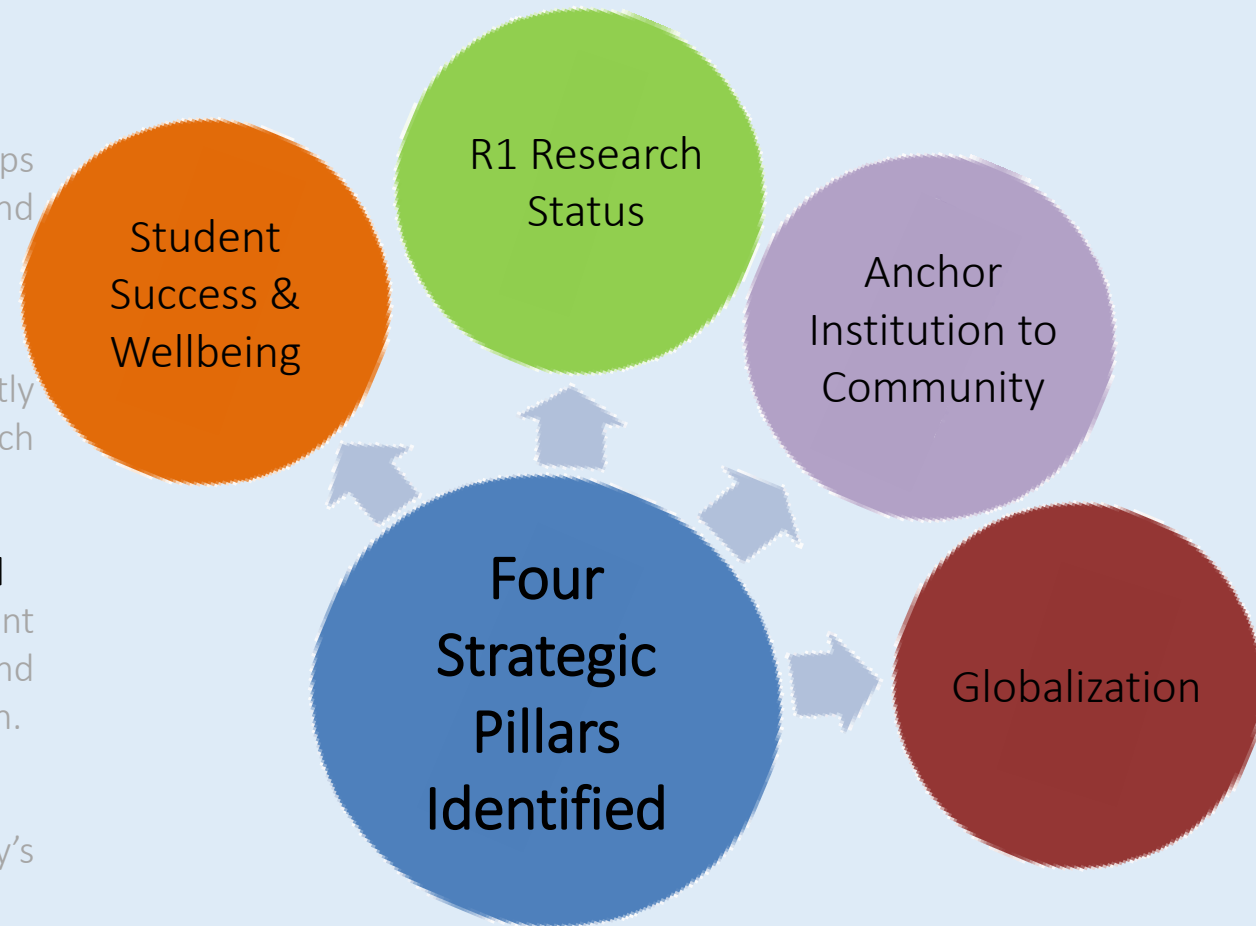
- Morgan will be recognized as a leader in research, consistently ranked among institutions with the “highest” level of research activity.

3. Serve as Premier Anchor Institution for Baltimore City and Beyond; and

- Implement a comprehensive model of community engagement that reinforces the University’s urban mission to address and resolve problems experienced by the city of Baltimore and region.

4. Expand the Global Footprint.

- Expand and accelerate globalization efforts and the University’s footprint using the current global campus success as a model.



* 2021–2030 Strategic Plan is under review in preparation for Board adoption/approval later this summer.

Over its 153-year history, Morgan has become a well-set pillar of Baltimore City and the region, having prepared generations of students for careers in critical areas such as education, social work and civic governance and having laid the academic groundwork for many who went on to excel in fields such as medicine and the law. The success in implementing initiatives to meet the goals of its 2011–21 Strategic Plan surprised even the most faithful of the University’s believers. Morgan has grasped a remarkable number of the plan’s ambitious objectives, well ahead of schedule, and has extended its reach even further toward greatness. Within a decade’s time, a new era of prosperity has emerged: an era punctuated by innovation and emboldened momentum and fueled by sustained growth, development and expansion. (The detailed 10-year review publication entitled **“A Decade of Morgan Momentum, Innovation and Transformation”** can be viewed online at www.morgan.edu/office_of_the_president/10-year_university_recap.html.)

But the road ahead will not be void of challenges and unforeseen hardships for Morgan, or for HBCUs in general. As we write these words, a pandemic is raging throughout the United States and around the planet, leaving in its wake a disproportionate number of casualties in communities that Morgan serves, and a severely damaged national, state and local economy.

It will only be through targeted investment and development of institutions like Morgan that the education gap will be closed. Moreover, if significant progress is not achieved in awarding college degrees to an increased percentage of the minority population, significant workforce shortages will soon occur in the state. Progress can only be achieved through the admission and graduation of both those with excellent academic credentials as well as those who may be considered average students by mainstream institutions’ admission standards but who possess the potential to excel in college and beyond.

Please be assured that Morgan continues to be committed to extending its resources to provide a high-quality education to an increasing number of students to assist Maryland in meeting its statewide goals.

Thank you, again. On behalf of Morgan State University, I request your support of the Governor’s recommendations for FY 2022 and for the additional priorities we outlined above. I will respond to the issues presented by the analyst and will be happy to respond to any additional questions you may have.

RESPONSE TO ISSUES & RECOMMENDED ACTIONS

Department of Legislative Services' Analysis

Comment 1 (Page 16): *The President should comment if the institution will be utilizing any of the CARES Act HBCU funding in fiscal 2021 to assist in reducing the deficit rather than using the funds for additional operating expenditures as discussed above.*

Response: Morgan has used and will use the CARES Act/HBCU funding in accordance with the requirements set forth in the Act. The University followed the guidelines as per the regulations of the grant as a funding source. As a first priority, Morgan will use the institutional funding under the CRRSAA Act to cover lost revenues as a result of operating in a remote learning environment as required by the current pandemic. The remaining funding will then be used for other priorities resulting from the pandemic environment, including COVID testing, cleaning, disinfecting campus facilities, and PPE-related costs for students, faculty and staff. The funding will also be used to upgrade technological equipment and to make ongoing investments in classrooms and technology to more effectively and efficiently deliver education services and telework capabilities for the current semester and into the future. The University has a detailed accounting of all CARES Act expenses as required by the federal government.

Comment 2 (Page 18): *The President should comment on the large increase in other unrestricted funds from fiscal 2020 to fiscal 2021,*

identifying how this increase aligns with the University's budget given the impact the COVID-19 pandemic had on the institution.

Response: The University's FY21 appropriation level, in consultation with the Department of Budget and Management (DBM), remained consistent with the FY20 appropriation, with the exception of a modest tuition rate increase, mandatory adjustments and a subsequent DBM reduction totaling \$8.9M. FY20 decreases in university revenues due to COVID-19 created a challenging operating budget environment. The primary funding categories affected by COVID-19 challenges are as follows:

1. **Tuition and Fees** – The University experienced a minimal enrollment decline as well as a decrease in tuition and fee revenue. In addition, the University rescinded its 2% tuition rate increase, which resulted in lower tuition than budgeted. The University also reduced total mandatory fees by 15%, which lead to lower revenue.
2. **Auxiliary Programs** – As a result of the University's closure of the campus, room and board fees were refunded to students.
3. **Other Revenue** – As a result of the University's closure of the campus, several programs and revenue categories such as sales and services; admission and recruitment programs; and university events were affected. In addition, obtaining the projected level of grants and contracts became difficult and resulted in a decrease in indirect cost recoveries.

RESPONSE TO ISSUES & RECOMMENDED ACTIONS

Department of Legislative Services' Analysis

Despite the difficulties of the pandemic, the University implemented a cost containment plan to reduce projected deficits for the year. The cost containment program resulted in reduced operating expenses in several categories. The cost containment, implemented in FY20, was continued into FY21, and the University continues to monitor and control operating expenses through this program.

As stated in the analysis, the University's operation was seriously compromised by the pandemic. As the University continues to navigate through COVID-19 challenges while understanding that we are operating in a rapidly changing environment, Morgan remains confident that FY21 operations will reflect continued excellence in and commitment to providing a quality education and a constant value to the state and the nation.

Comment 3 (Page 20): *The President should comment on how MSU plans to use this gift.*

Response: This transformational gift was added to the University's endowment. As with most endowments, the gift will be invested for Morgan's future and is expected to pay dividends to Morgan for a very long time. Ninety-five percent (95%) of the gift will be used to seed the newly established "Leading the World Endowment Fund," the first unrestricted endowment in the University's history. The unrestricted gift will be used to support University efforts

essential to student success as well as to advance research and enhance investments in other mission-focused priorities and initiatives. The historic gift will enable students to obtain their degrees without interruption and will underwrite the University's investment in critical initiatives and programs that further enhance Morgan's mission.

Comment 4 (Page 26): *The President should further comment on efforts to provide mental health services remotely. The President should also comment on whether the shift to providing courses and services online shifted the thinking of how MSU can deliver programs to students, opportunities to expand its reach, and the impact on MSU's future business model.*

Response: Our office of Counseling Services quickly converted to Tele Counseling services to support our students who had existing relationships with our Counseling Center through the spring 2020 semester. This required special permission from each state to allow our counselors to continue to serve out-of-state students after 30 days. Each state has different guidelines regarding continuity of services for students from various states. Perhaps formal reciprocity guidelines need to be adopted to ensure students continue to receive services if they have to abruptly leave the campus due to an emergency.

Department of Legislative Services' Analysis (Cont.)

Subsequently, our Counseling Center and Health Services obtained Zoom accounts (HIPPA Compliant) to continue to serve students virtually during the summer and fall semesters of 2020. Our Counseling Center and student health services have also experienced increased demands to conduct “wellness checks” on students (on/off campus) who were isolated and quarantined due to COVID-19. As a result, our case manager and residential life staff have also assisted with the wellness checks. The use of virtual platforms enabled our Counseling Center to conduct group sessions that were more convenient for students to attend during University hour and in the evenings.

Student health services have also been impacted by the pandemic. There have been increased demands to provide COVID testing on-campus and vaccine referrals for students and employees. The increased demands to serve students who have personal insurance and assist employees will require us to reassess our staffing infrastructure to best serve our campus community once we return to a full reopening.

The President has also commissioned a Task Force on Mental Health to make recommendations to further our efforts to “normalize” well-being initiatives at Morgan. Morgan is committed to providing diverse experiences to support student development of healthy lifestyles and

behaviors. These experiences enhance the living, learning, wellness, and civic engagement of our students.

Our Provost and faculty have also created a one-credit course on “Mindfulness” that will integrate well-being activities and strategies into the lives of our students, faculty and staff. Mindfulness supports students’ healthy lifestyles by 1) enhancing self-esteem and confidence; 2) improving cognitive performance; 3) increasing effective communication with others; and 4) improving capacity to manage difficult emotions, stress and anxiety. This Mindfulness course will provide students and staff with the opportunity to explore, develop and apply mindfulness practices in their daily lives and is integrated into the curriculum for all students as part of University requirements. This course is being offered during the Spring 2021 semester and is open to all students, faculty and staff. Academic Affairs has also started several initiatives, including “Coffee and Conversation with the Provost,” where faculty can express their concerns directly; a weekly “Monday Motivational Message” and “Midday Meditation and Motivation”; and “Cupcakes and Conversation” with the students in residence sessions, where students can express their concerns directly.

RESPONSE TO ISSUES & RECOMMENDED ACTIONS

Department of Legislative Services' Analysis (Cont.)

Recommendation 1 (Page 18): *The Department of Legislative Services recommends restricting the Center for Urban Health Equity funding included in the budget pending the receipt of a report documenting the strategic goals and funding streams for the center.*

Response: The University will provide the requested report.

Recommendation 2 (Page 27): *Add the following language to the general fund appropriation:*

, provided that \$3,000,000 of this appropriation made for the purpose of launching the Center for Urban Health Equity may not be expended until Morgan State University submits a report to the budget committees documenting the strategic goals of the center and how additional funding streams will be leveraged to fund the center. The report shall be submitted by July 1, 2021, and the committees shall have 45 days to review and comment. Funds restricted pending the receipt of a report may not be transferred by budget amendment or otherwise to any other purpose and shall be reverted if the report is not submitted.

Response: The University will provide the requested report.



Morgan Recognitions and Rankings*



* Partial listing